



U.S. General Services Administration

A photograph of a large, multi-story, classical-style building with a flagpole on the roof. The building is surrounded by green trees and a blue sky with white clouds. The text is overlaid on the left side of the image.

PBS Customer Forum Navigating the New Workplace

Occupancy Planning and Workplace Solutions

June 10, 2021 11:00am EST

Today's Agenda

- **Requirements Overview**

- Refresh on engaging early to help ensure solutions bring cost savings and meet mission needs

- **Understanding the Barriers**

- Influences beyond our immediate control

- **How GSA Can Help...**

- *Requirements Development and Resources*

- Workplace Engagement
- Pick a standardized work space or engage with our workplace team/IDIQ
- Analysis to demonstrate cost advantage to your internal stakeholders

- *Faster Delivery of Space*

- Utilize pre-packaged solutions, AAAP accelerated procurements, DID workshops, etc

- *Funding Options*

- Tools to assist funding move, replication and furniture costs in both lease and federal space

- *Return to the Workplace*

- Strategies and Resources



Occupancy Planning and Workplace Solutions

June 10, 2021

Our Presenters Today



Tasneem Bhabrawala



Brian Tye

Portfolio Management and Customer Engagement - PBS



Ryan Doerfler and Jane Schuster

Center for Workplace Strategy
Office of Design and Construction - PBS



Mike Trotter and Anna Cafoncelli

National Office of Leasing - PBS



Planning and Requirements

Why the Emphasis on Planning Early?

- Real estate changes take time
- Engaging you as the client or responding to changes 12-24 months prior to expiration, does not allow enough time to identify the right solutions, develop requirements appropriately, nor engage you fully.
- A business model that allows perpetual, unplanned extensions and short term fixes as a way of meeting our clients needs, is not sustainable for our workforce, nor yours.
- Extensions and short term solutions are costly.

Our Guiding Principles

- Government-wide policy and tightened budgets necessitate we partner to:
 - Reduce spending
 - Reduce the footprint
 - Increase space efficiency
 - Identify Opportunity Zones
 - Foster Equity
- Shift is larger than PBS - goals supported by OMB and Congress
 - [Freeze the Footprint](#) & OMB Memorandum, May 2012
 - [National Strategy for Efficient Use of Real Property](#), March 2015
 - National Strategy for [Reducing the Federal Government's Real Estate Footprint](#) & [OMB Memorandum](#), March 2015

Enhancing the Space Requirements Process

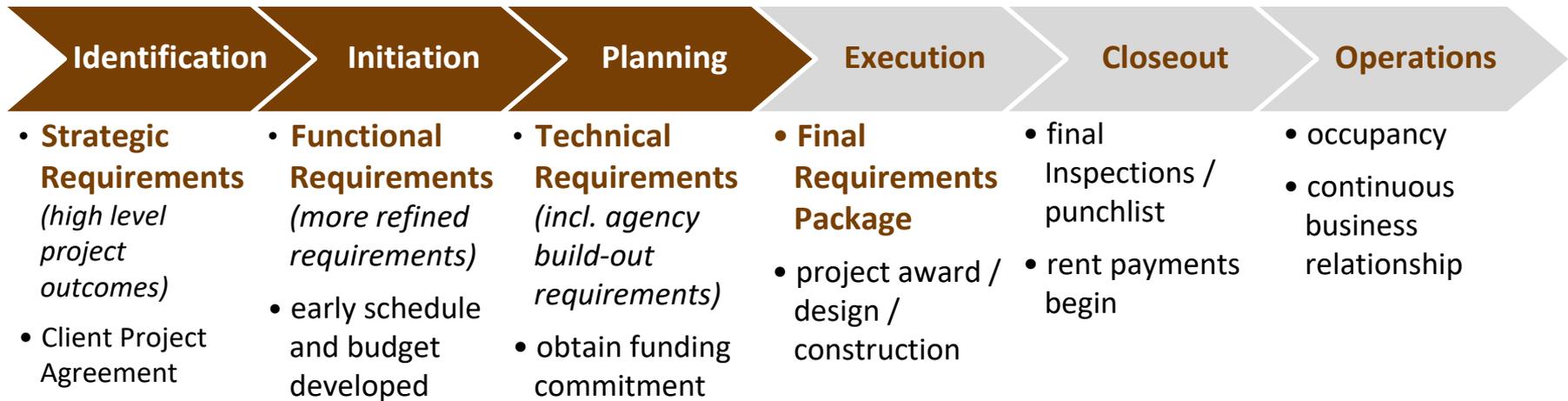
Based on your feedback, we identified the following areas needing improvement:

- Adoption of a standard requirements terminology
- A timeline of activities that allows us to collectively budget
 - Development of the **Identification Process**

Goal: Provide analytical, collaborative and transparent and consistent occupancy planning that allows PBS to be a resource and trusted partner when it comes to meeting your mission needs.

PBS Project Lifecycle - Starts With Identification

PBS Project Lifecycle





What is the Identification Process and why are Strategic Requirements Important?

The Data GSA Brings To You...

- Reviewing all occupancies 5 years in advance internally
- Your current PBS portfolio situation
- Geographic data, other agency locations
- Market research
- Our understanding of your priorities
- Options to assist with funding or space decisions

The Identification Process and Strategic Requirements

Promotes early analysis and decision making to ensure the right space solutions are executed collaboratively, timely and thoughtfully

- Promotes overall collaboration across PBS business lines to ensure PBS is meeting your mission in the most cost effective manners
- Fosters early discussions with you, which enables greater flexibility and presents more workplace solution options

Outcome: Strategic Requirements - high level parameters that set the limitations to the space:

- Total proposed USF
- Total headcount
- Agency UR Standard
- Location
- Use of space
- Parking
- Go/No-Go criteria
- Unique requirements

Project Identification and Strategic Requirements

The Timeline

Partner to optimize your real estate portfolio to deliver cost savings and footprint reductions

1) Identify Space Needs @ 36 Months Out

(18 months prior to congressional submission for Prospectus)

2) Partner with you to develop the Strategic Requirements

utilizing the Client Project Agreement (CPA)

3) Discuss & Validate CPA

4) Set Strategic Requirements / Project Agreement @ 30 Months Out

(12 months prior to prospectus submission OMB)

5) Initiate Project

A Consistent Playbook: The CPA

We Utilize the Client Project Agreement (CPA) to:

- Facilitate collaboration, planning, and strategic requirements development in a **consistent and timely** manner
- Enhanced collaboration ensures space projects are well thought out and agreed upon
- Agreement between GSA and you on path forward

(see slide 77 in the appendix for CPA break out)

What Do We Need From You?

Starting the conversations early and consistently with GSA is critical to our joint success

We will engage with you:

- Non-prospectus: 36 months before occupancy expiration
- Prospectus: 18 months before our submission date to OMB

We need your ***Strategic Requirements*** by:

- Non-prospectus: by 30 months prior to occupancy expiration
- Prospectus: 12 months prior to GSA's submission to OMB

We need your ***Finalized Requirements*** (functional and technical) by:

- Non-prospectus: 24 months before occupancy expiration
- Prospectus: 36 to 24 months prior to occupancy expiration (timelines can depend on complexity of the project)

*CILP Submission to OMB date will drive prospectus timeline

Question from the Audience Break



We understand, easier said than done....Poll Question and What You've Told Us.

Potential barriers to engaging with GSA on occupancy decisions

- Funding
- Capacity
- Expertise
- Data around unknowns or questions on the future of space
- New Administration



Let us help you navigate..

Breaking Down the Requirements Barrier

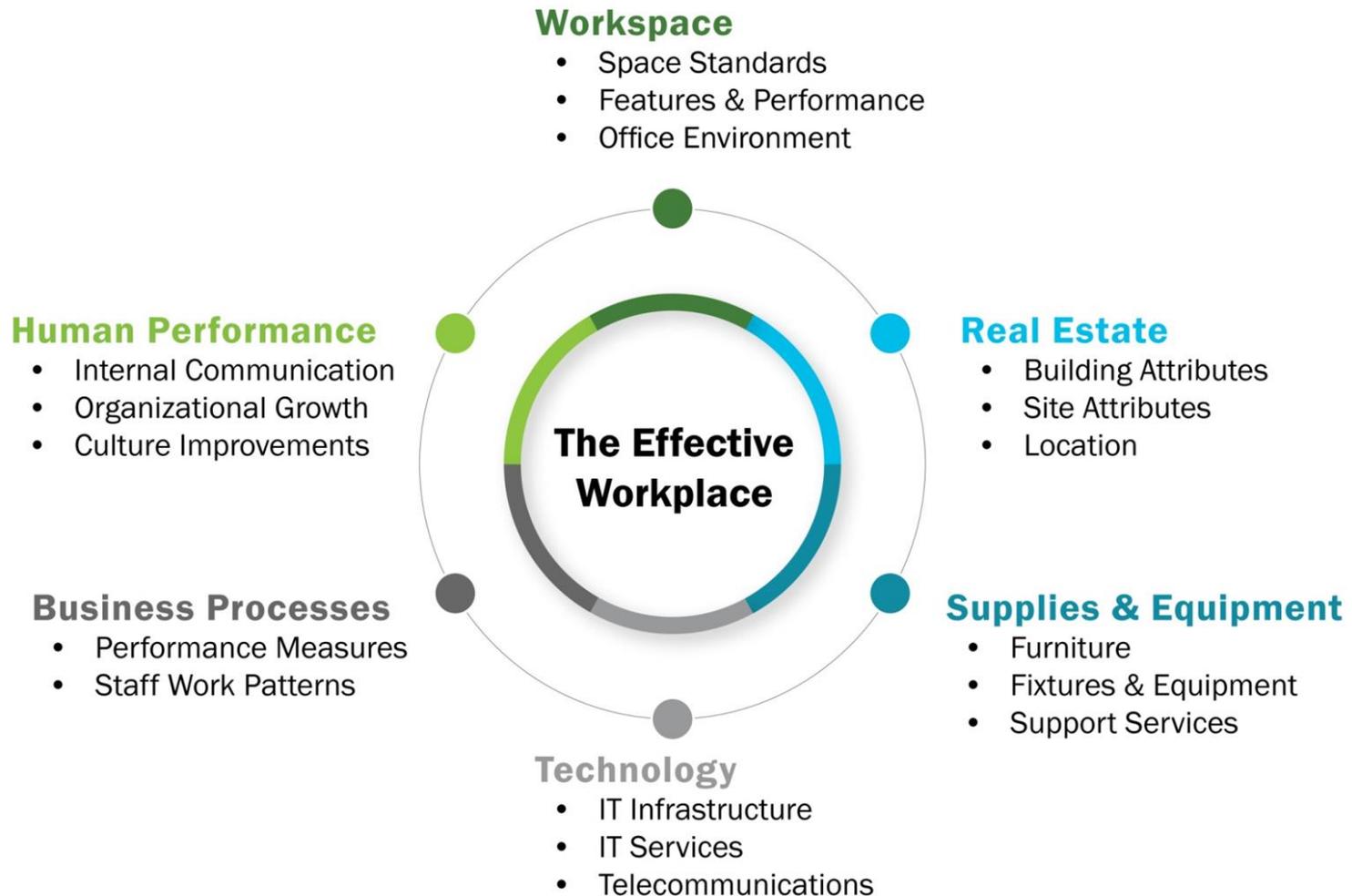
Solution: Requirements consultation, expertise and resourcing.

Requirements Development and Resourcing



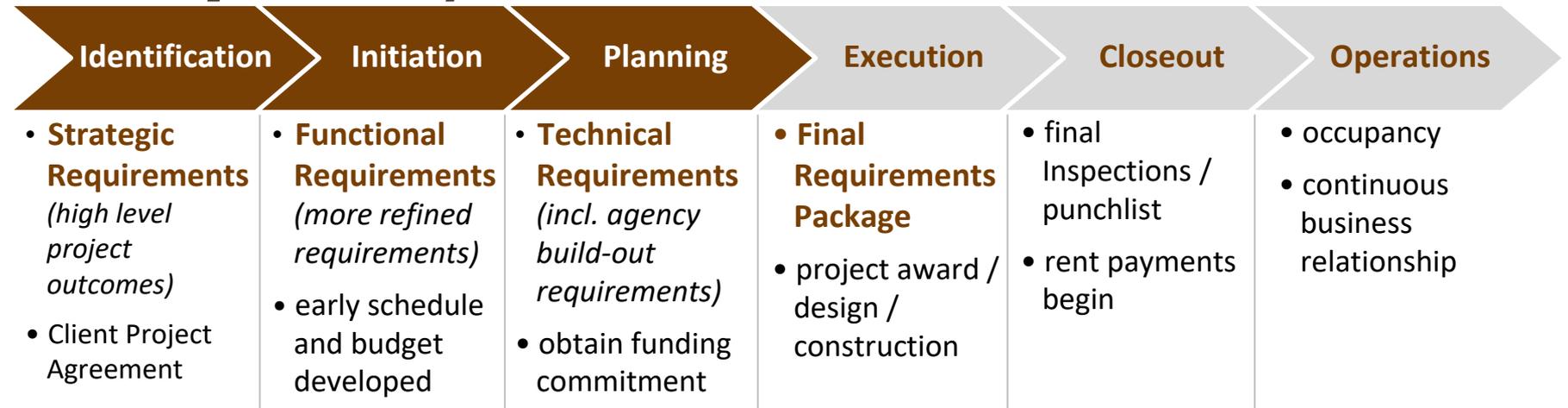
Ryan Doerfler
Center for Workplace Strategy
Office of Design and Construction

Starting Early Lets You Consider Every Aspect of the Workplace

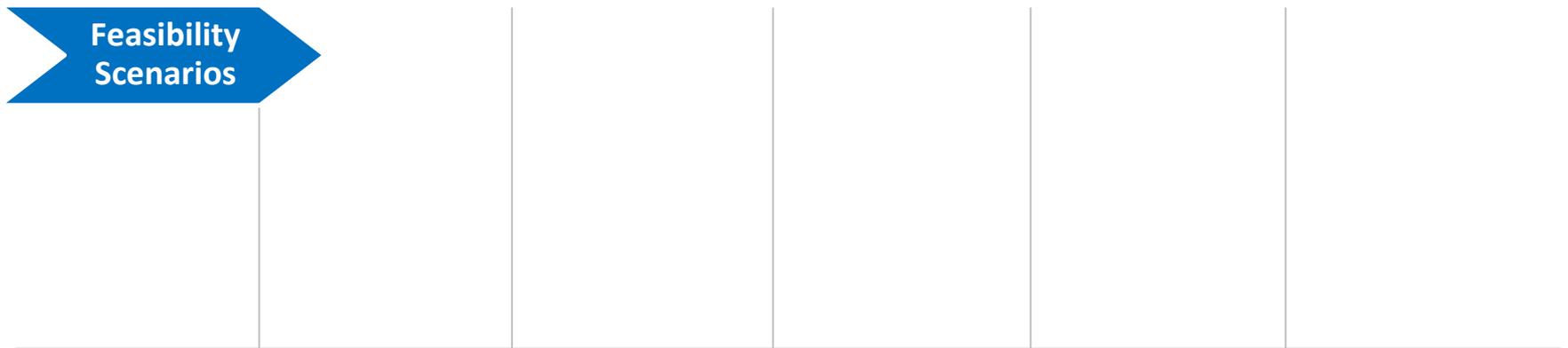


Jump Start Requirements Development

PBS Project Lifecycle

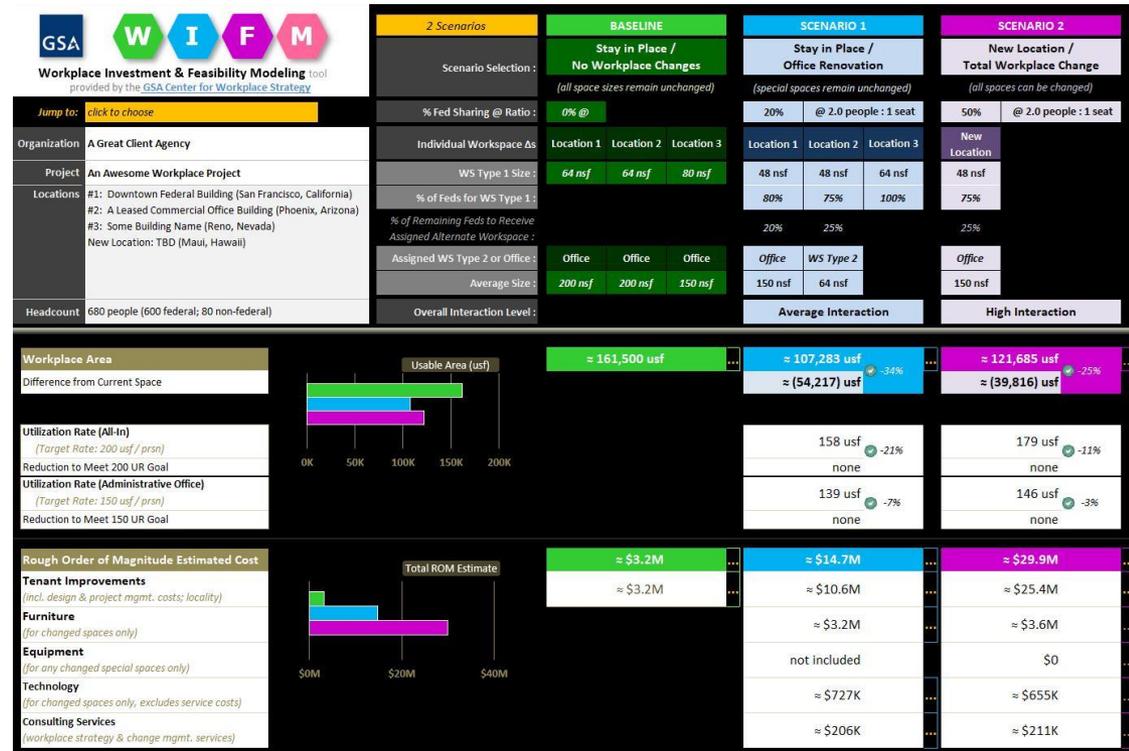


Workplace Engagement Activities



Workplace Investment & Feasibility Modeling (WIFM) Tool

- **future** scenarios using **current** details
- tests strategies (eg, desk sharing) in achieving space goals
- *roughly* estimates the cost of change
- starting point for developing workplace requirements



Email workplace@gsa.gov to receive a copy of WIFM

Choose from 3 Types of Scenarios

	Scenario	Location	Workstation	Enclosed Offices	Standard Support	Special Support*
A	Workstations Only	Up to 3 existing locations; independently calculated	Demo and Create New Space	No Change; Refresh Only		
B	Office Renovation	Up to 3 existing locations; independently calculated	Demo and Create New Space			No Change; Refresh Only
C	Total Workplace Change	Consolidate up to 3 locations into a new location	Create New Space in a Warm Lit Shell			

* special support spaces are those spaces are not classified as Total Office (TTO) and would not be typically considered administrative office space. Examples include laboratories and server rooms.

With a little setup, WIFM is ready to use

Get It Ready

Current Space

- Geographic Location
- Overall Space Areas
- Average Individual Workspace Sizes

Future Space

- Geographic Location
- Utilization Rate Goals
- Headcount
- Any Special Space

Try Out Scenarios

Desk Sharing

- % of Participants
- Desk Sharing Ratio

Individual Workspaces

- Allocation
- Average Sizes

Standard Support Spaces

- Bundles based on Overall Group Interaction

See the Results!

ROM Space Calculations

- Utilization Rate
- Line-by-Line Breakdown

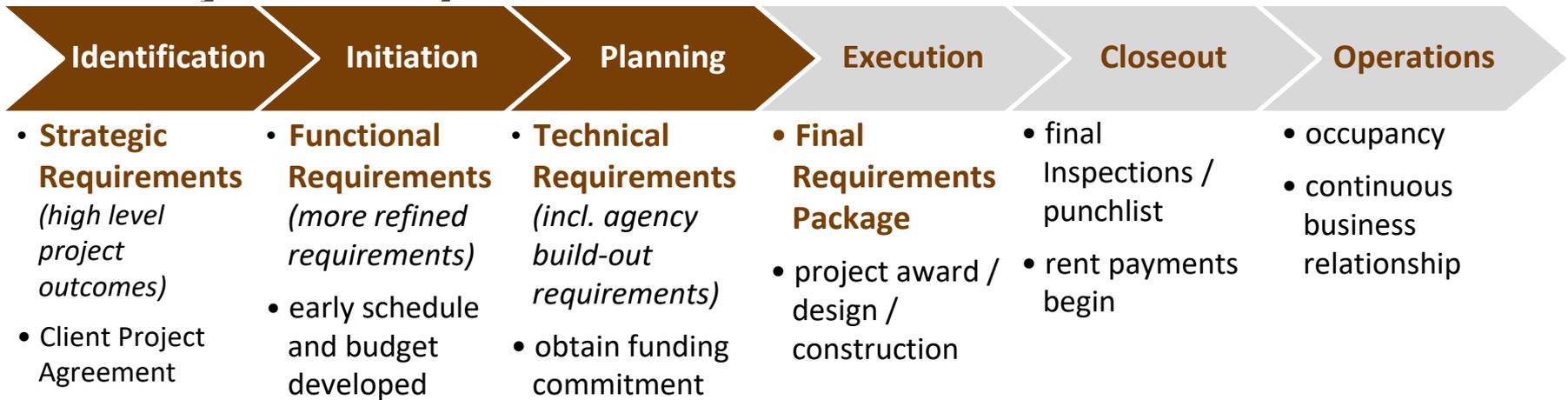
Furniture Inventory

ROM Cost Calculations

- Tenant Improvement
- Furniture
- Technology
- Workplace & Change Management

A Wide Variety of Support is Available Now

PBS Project Lifecycle



Workplace Engagement Activities



Create Lasting Impact with Workplace Engagements



Download GSA's *Activity Based Planning* publication at <https://www.gsa.gov/governmentwide-initiatives/total-workplace/library>

First, GSA engages your entire organization...

TOP DOWN Leadership Perspective

- what does future hold for their agency?
- what is most critical in their new workplace?
- how is the organization put together?



BOTTOM UP Employee Perspective

- what do employees think?
- how do they actually work?
- how have they adapting to their work space?

... using a variety of diagnostic research tools ...

Visioning Session

- direction of workplace change
- vision of the end-state
- alignment among leaders

1:1 Leader Interviews

- future business direction
- gaps that inhibit change
- modes of workplace & processes

Pre-Occupancy Survey

- current space performance
- mobility and work practices
- telework/desk sharing potential

Employee Focus Groups

- explore survey results
- inform change mgmt strategies
- identify opportunities/obstacles

Current Space Analysis

- expert walk through to assess performance
- **Workplace Scorecard** to measure effectiveness

Time/Space Utilization

- measures actual use of spaces
- validates other research data

Access Data Evaluation

- measures resource use, such as VPN & building entry
- compare trends

... to create tailored workplace strategies.



Workspace

- design principles
- workplace neighborhood concepts
- space program calcs
- lighting & acoustics
- desk sharing strategies



Real Estate

- colocation requirements
- desired amenities
- portfolio adjustments for increased mobile work, such as increased working from home



Furniture/Equipment

- furniture configurations that accommodate a variety of work styles
- furniture and equipment features
- ergonomics



Technology

- personal technology
- telework improvements
- collaboration tools
- identify infrastructure improvements to promote mobile work



Business Processes

- distributed organization strategies
- workplace protocols
- work style analysis for future operation improvements



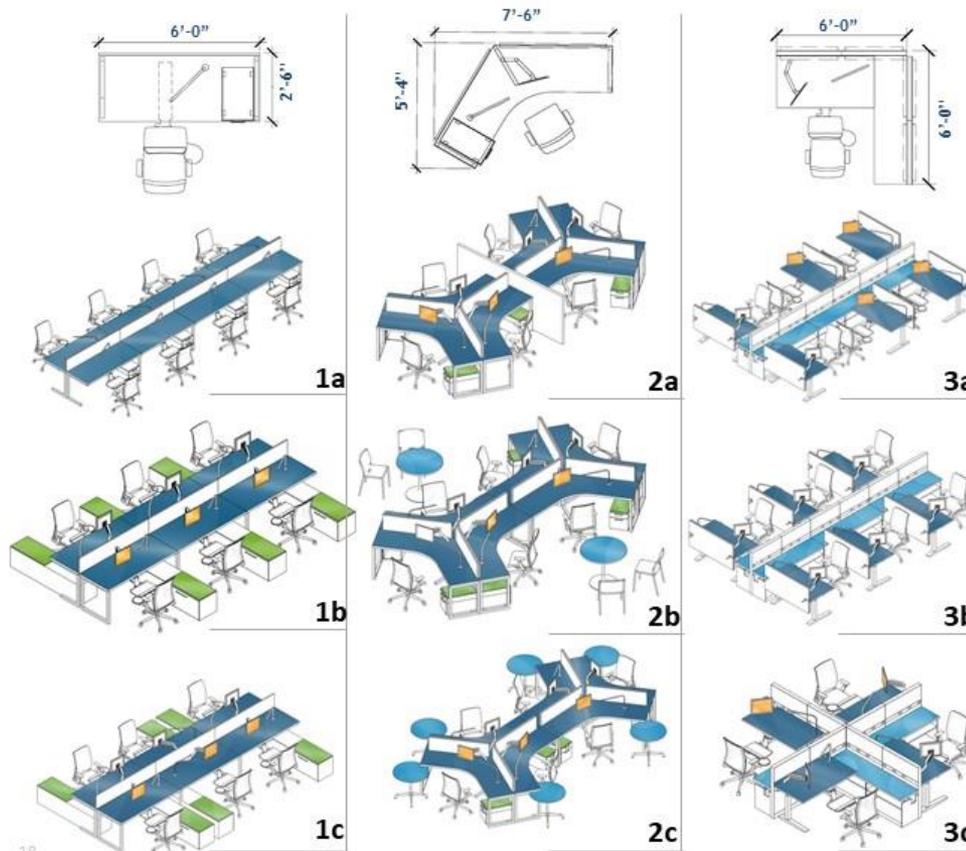
Human Performance

- methods for improving organization culture
- enhanced collaboration and communication
- change management and communications

National Strategies for an Entire Portfolio – Open Workstations

Workplace Strategies - Recommended Space Types - Open Workstations

Overview of Types



Design Intent

- Orientation of workstations should maximize views and daylight, with spline walls perpendicular to exterior windows.
- Lower height panels are recommended for use in all areas to promote a visual sense of community and encourage collaboration.
- A percentage of Sit-to-Stand desk options should be included in any layout to provide options to employees.
- All workstations should have task lighting with occupancy sensors to minimize general lighting, to reduce glare, and provide options to employees
- Monitor Arm (exception: 1a)
- Daily storage provided in all workstation types, permanent storage to provided at assigned only.

See each type detail sheet for additional information.

National Strategies for an Entire Portfolio – Concept 1

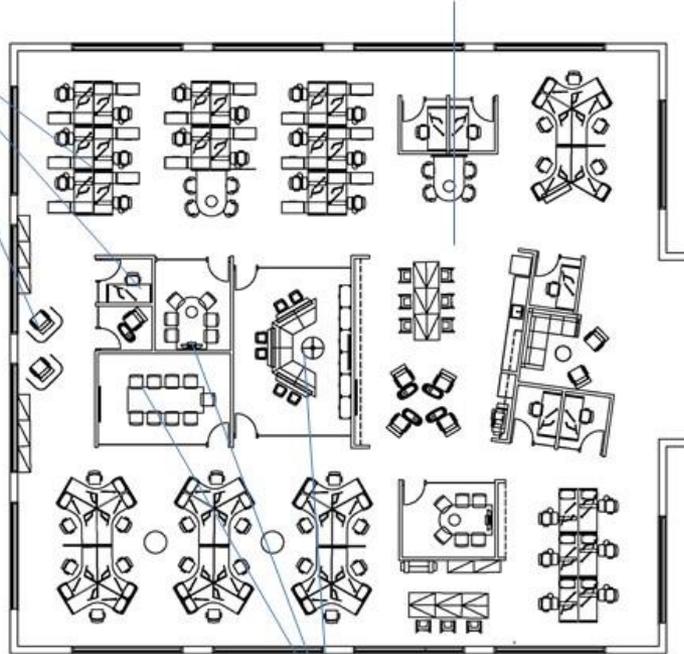
Concept Floor Plan 1

Population 26 to 100

Choice of work settings to give staff individual choice and freedom as to where and how they want to work.

Central Open Collaborative Space
To allow groups to come together to share new ideas.

Mix of Groups within one work area to allow for cross team connections, growth and unexpected change. Workspace choices to support work style.



Enhanced Technology to allow staff to be efficient and be able to connect to share new ideas.



Here is an example of a concept floor plan that emphasizes a culture of Innovation. The success drivers for this group are:

- **Create a cultural balance** of innovation by inviting opportunities for individuals to initiate new strategies and be on the leading edge for new ideas and resources
- **Enhanced Technology** to allow staff to be efficient through their daily needs
- **Varied Collaborative Space** types to promote choice and individual freedom
- **Visitor/Touchdown Spaces** increased for use of externally mobile workers

35 Workstations & 12 Touchdown desks
6,828 usable sf
74 additional seats

Plan for 50 Staff
136 usf/person
Total plan: 2.4 seats per person

National Strategies for an Entire Portfolio – Concept 1 Enlarged

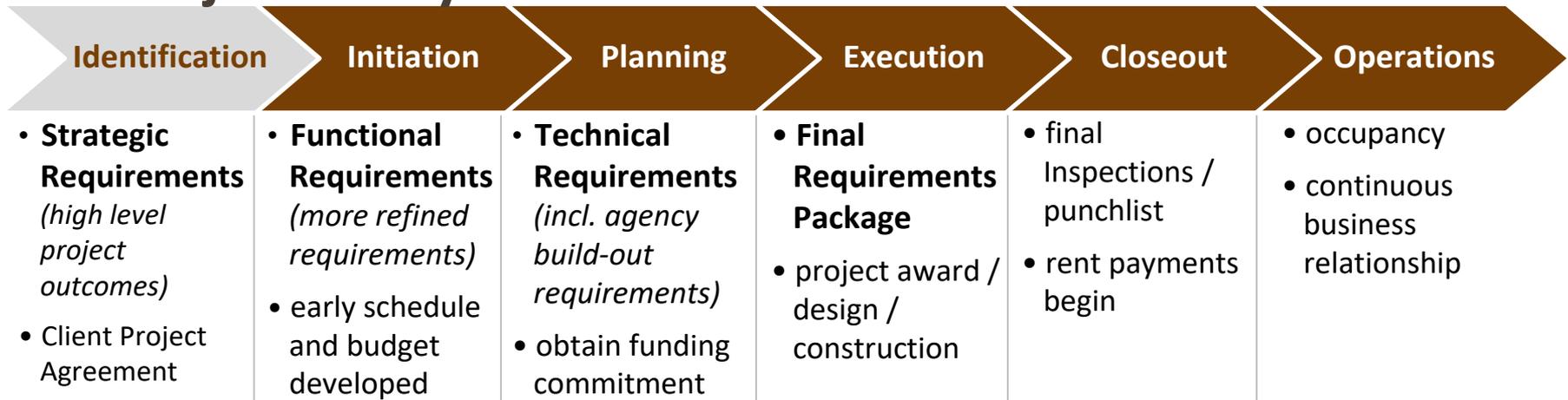
Concept Floor Plan 1

Population 26 to 100

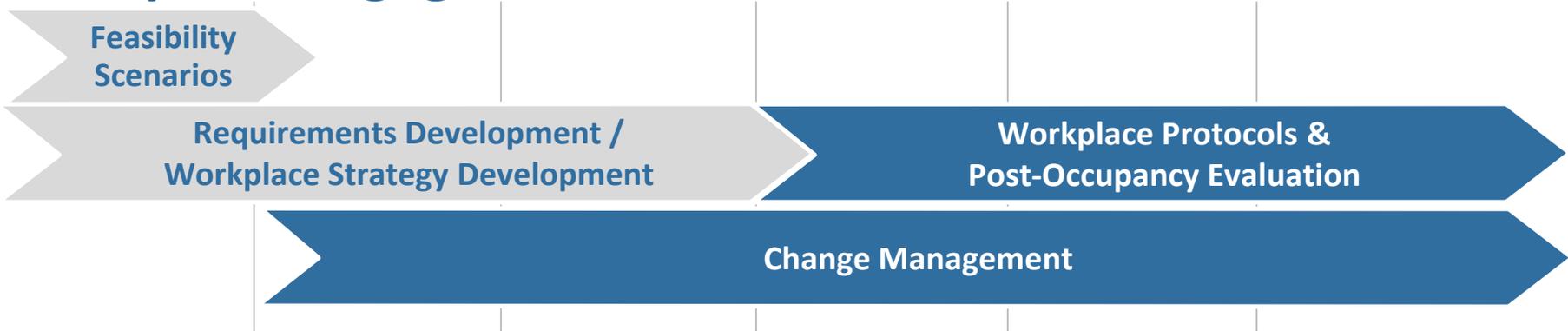


Additional Workplace Services

PBS Project Lifecycle



Workplace Engagement Activities



Available Now - Work Pattern Space Calculation Tool

Excel calculation template that agencies can use on their own, or with additional customization by GSA.

For a demonstration of the Work Pattern Space Calculation Tool, email workplace@gsa.gov

A Great Client Agency (AGCA) : Space Program Calculation

An Awesome Workplace - Seattle, WA

Space Summary	
	Area
Individual Workspaces Workstations	10,880 nsf from Table 1.1 below
Individual Workspaces Offices	5,600 nsf from Table 1.2 below
Standard Support Meeting Spaces	5,350 nsf from Table 2.1 below
Standard Support Resource Spaces	1,898 nsf from Tables 2.2a & 2.2b below
subtotal Administrative Space	23,728 nsf
Special Support Spaces	4,000 nsf from Table 3 below
(=) Total Net Area	27,728 nsf

Individual Workspaces Workstations	39%
Individual Workspaces Offices	20%
Standard Support Meeting Spaces	19%
Standard Support Resources Spaces	7%
Special Support Spaces	14%

Circulation Multiplier	x 0.5 =	13,864 sf	<i>multiplied on Total Net Area to determine the amount of internal circulation needed for this workplace</i>
(=) Total Usable Area / ABOA		41,592 usf	<i>total amount of Usable Area for federal space or ANSI/BOMA Office Area (ABOA) for leased space; used in Occupancy Agreement</i>

Headcount Summary	
Federal Employees	140
Contractors	100
Other	100 <i>excluded from Utilization Rate Calculations below</i>
Total Occupants	340

Utilization Rate Calculations	
"All In" Utilization Rate	173 usf / person <i>Total Usable Area / (Total Headcount - Other Headcount)</i>
Administrative Office Utilization Rate	148 usf / person <i>(Total Usable Area - Special Support Space) / (Total Headcount - Other Headcount)</i>

Available Now - Work Pattern Space Calculation Tool Details

Choosing mobility and interaction levels, desk sharing, and workstation and office types and sizes ..

A Great Client Agency (AGCA) : Open Workstation Allocation
An Awesome Workplace - Seattle, WA

Position Title	Headcount & Desk Sharing						Typical Work Locations				Primary Workstation Activities	Work Pattern	Workstation Size
	Total Headcount	Position Type	Quantity to Share a Desk	Desk Sharing Ratio	Shared Desks Only Subtotal	Shared & Unshared Desks Total	At Workstation	Elsewhere in the Workplace	Outside the Workplace	Total			
Subtotals	300 ppl		220 ppl		97 desks	177 desks							
Position 1	100 ppl	Federal	100 ppl	2.0 ppl : 1 desk	50 desks	50 desks	75%	10%	15%	100%	Concentrative	DBC	64 nsf
Position 2	100 ppl	Contractor	20 ppl	1.5 ppl : 1 desk	13 desks	93 desks	55%	25%	20%	100%	Interactive	IMI	48 nsf
Position 3	100 ppl	Other	100 ppl	3.0 ppl : 1 desk	33 desks	33 desks	25%	20%	55%	100%	Interactive	EMI	48 nsf

.. automatically yields recommended support space types and sizes, and internal circulation for the overall space.

2.1 Support Collaborative Spaces				
Space Type	Size (Net SF)	Recommended Quantity	Requested Quantity	Subtotal Area (Net SF)
Open Meeting Table (max. 2 people)	65 nsf	6	4	260 nsf
Open Meeting Table (max. 4 people)	80 nsf	8	8	640 nsf
Open Meeting Table (max. 8 people)	150 nsf	6	4	600 nsf
Focus Booth (max. 2 people)	42 nsf	16	10	420 nsf
Meeting Room (max. 4 people)	90 nsf	11	6	540 nsf
Meeting Room (max. 6 people)	150 nsf	8	10	1,500 nsf
Meeting Room (max. 12 people)	240 nsf	4	3	720 nsf
Conference Room (max. 16 people)	320 nsf	1	1	320 nsf
Conference Room (max. 20 people)	400 nsf	1	1	400 nsf
Conference Room (max. 24 people)	600 nsf	1	1	600 nsf
subtotal				6,000 nsf

Questions from the Audience Break



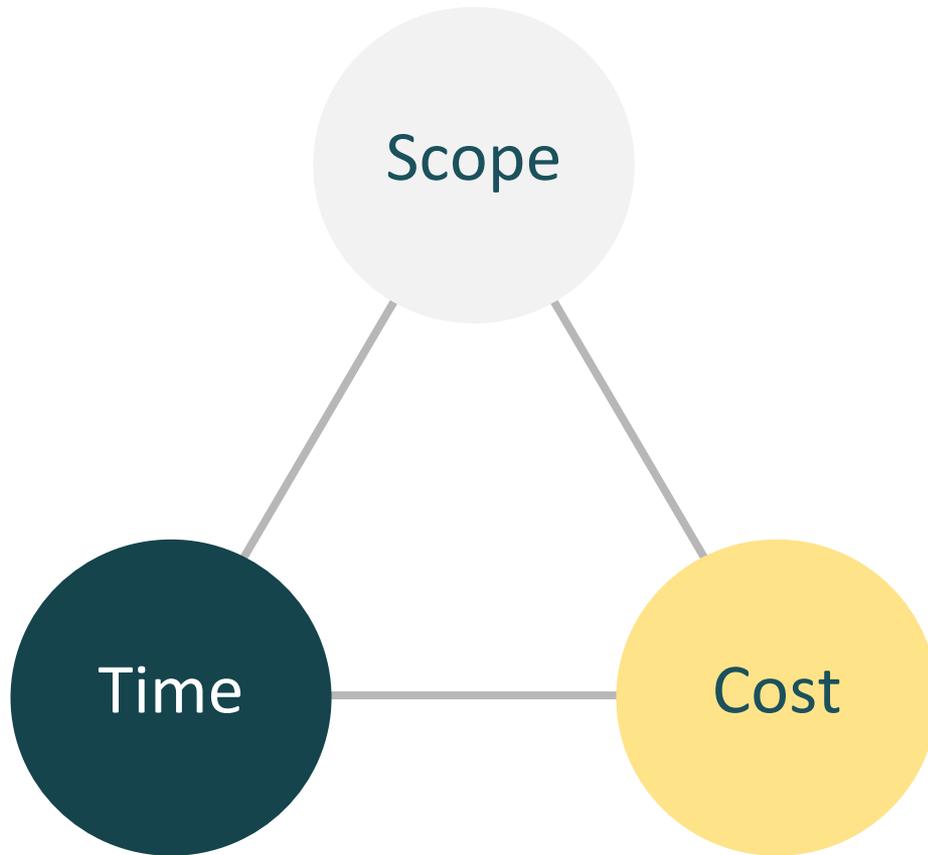
Breaking Down the Time Barriers

Solution: Faster Delivery of Space



Prepackaged Space Solutions

When time is of the essence – Scope, Cost and Tim



Scope

Customize all aspects of the workplace, including furniture and finishes

Cost / Budget

Minimize overall project costs, including TI and requirements development

Time / Schedule

Occupy new workplace as fast as possible

Prepackaged Space Solutions

When time is of the essence - Attributes

- **Accelerated Schedule**

Dramatically decreased time for Requirements Development & DIDs

- **Market Friendly Approach**

Earlier substantial completion → Lessor friendly approach

- **Less Effort / Same Value**

Requirements Development & DID level of effort savings for GSA & Agency

- **Footprint Optimization**

All plans yield All-In Utilization Rates within 180 USF/person.

- **Amortized Furniture Costs**

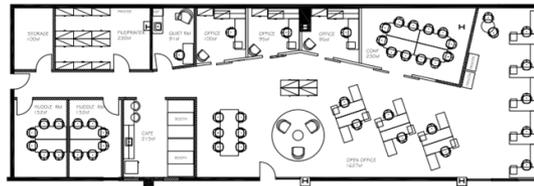
Includes furniture from FIT offering, decreasing need for upfront funding.

Step 1: Select Prepackaged Model(s)

Choose the model office floor plans that meet overall size and personnel requirements.

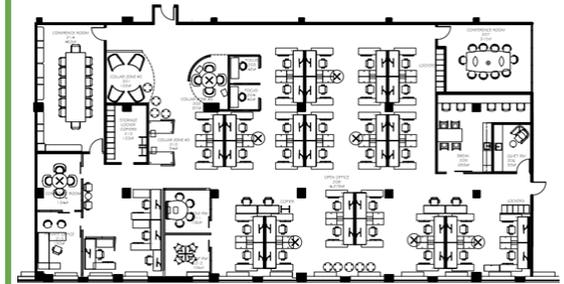
Model A

3,500 USF / 20 seats



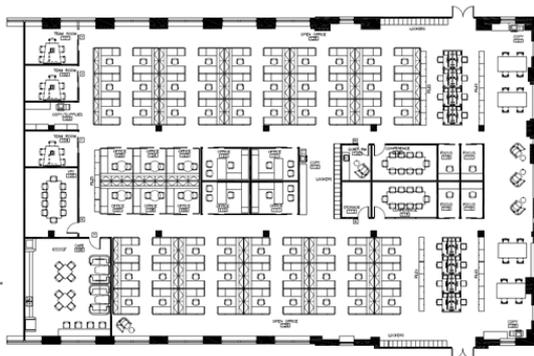
Model B

6,500 USF / 43 seats



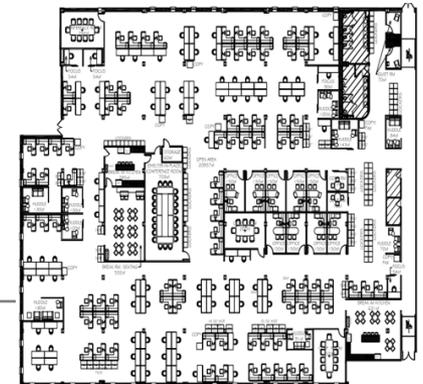
Model C

12,500 USF / 101 seats



Model D

25,000 USF / 178 seats



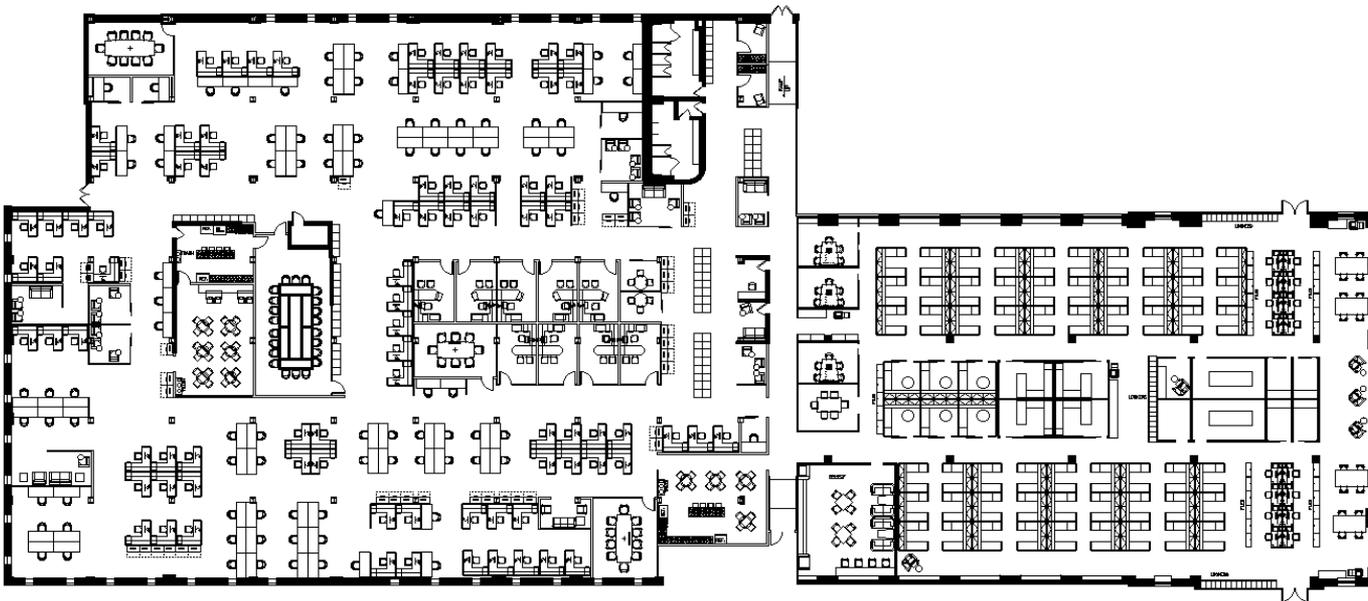
Step 1: Select Prepackaged Model(s) - Combinations

Models can be combined to meet larger requirement needs.

**Model D
(25,000 USF)**

+

**Model C
(12,500 USF)**



Combined Area:
37,500 SF

=

Combined Capacity:
279 seats

Step 2: Firm Models with Calculator

Calculates space needs and rough order of magnitude (ROM) cost estimates for TI and furniture.

Project Details			
Project Name	An Awesome Workplace Project		
Agency	A Great Client Agency		
Future Location : State	District of Columbia	City	Washington
Occupancy Year	2022		
Total Future Headcount	200 people		
Desk Sharing : Participation %	20%	Ratio	2.0 people : 1 seat

Quantity of Base Model Plans	
Model A (3,500 usf / 20 seats)	1
Model B (6,500 usf / 43 seats)	1
Model C (12,500 usf / 101 seats)	1
Model D (25,000 usf / 178 seats)	
<i>use as add-on only</i>	
Model + (1,500 usf / 9 seats)	2

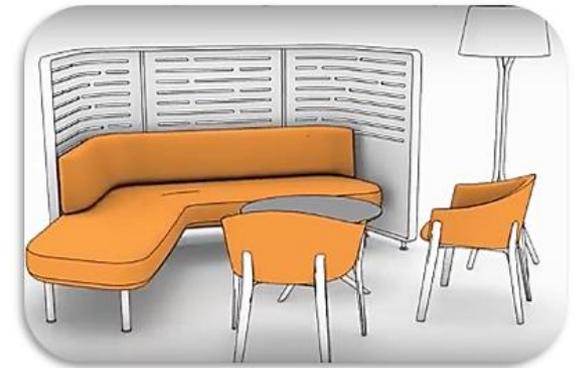
Summary Concept Design Calculations	
Space	
Workstations	6,933 usf
Offices	1,705 usf
Collaboration Spaces	4,958 usf
Other Standard Support	2,174 usf
Internal Circulation	9,735 usf
Total Usable Area	25,505 usf
All-In Utilization Rate	128 usf/person
Headcount Seating	
Available desk seats based on selected Models	182 seats
Personnel needing a desk	180 seats
There are 2 seats extra for additional personnel or visitors	

Cost - Tenant Improvement	
ECC	≈ \$2,245,232
Design & Review	≈ \$280,654
Management & Inspection	≈ \$224,523
Total TI Estimate (+/- 20%)	≈ \$2,750,409
Average \$/USF (+/- 20%)	≈ \$108 / usf

Cost - Furniture	
Individual Workspaces	≈ \$608,521
Standard Support Spaces	≈ \$281,735
Installation	≈ \$178,051
Escalation to Move-In Year	≈ \$63,408
Total Furniture Estimate	≈ \$1,131,716

Step 3: Fine Tune Requirements

Select furniture components and finishes from a range of curated options.



Step 4: Assemble Requirements Package

- **Conceptual Design Floor Layout**

Model Plans provided in AutoCAD that can be adjusted once the final location floor plate configuration is known, such as during the DID workshop.

- **Detailed Space Program**

Generated by the Calculation tool, which can be edited to reflect the actual amount of circulation needed at the final location.

- **Rough Order of Magnitude TI Estimate**

Generated by the Calculation tool; can be used as the functional estimate for TI allowance.

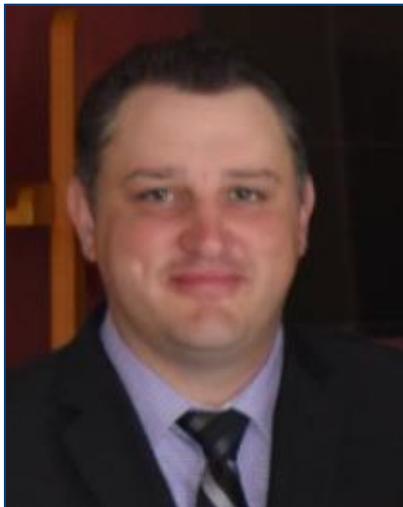
- **Furniture Inventory and Estimate**

Generated by the Calculation tool; can be used during the furniture procurement.

- **Level 1+ Design Intent Drawings**

DIDs that are in-between Level 1 and Level 2 in detail.

Faster Delivery of Space



Mike Trotter
National Office of Leasing

Faster Delivery of Space - Online Tools

- **Procurement Online Tools**

- Requirement Specific Acquisition Platform (RSAP)
 - A single award lease procurement tool that migrates GSA's traditional lease procurement method to an e-commerce procurement and transaction tool, collecting online offers for a specific space requirement.
- Automated Advanced Acquisition Program (AAAP)
 - The AAAP is a multiple award lease procurement tool allowing the market to compete for multiple federal leases by submitting a single offer through a simple online platform.

Faster Delivery of Space - Benefits

- **Online Tools Opportunity**

- FY20 Level of Effort savings for FTE was 10,000 hrs over ~550 projects
- 1,100 projects are projected to be delivered in FY21
 - 28% are using an online tool (room to grow)
- Online tools cut roughly 3 to 5 months off project schedules

Faster Delivery of Space - Tools and Techniques

- **Tools and Techniques**
 - Digital Signature Solution (DSS)
 - Go Paperless
 - There is no need to print any lease documents in a digital environment that is enhanced by FoxIt, DocuSign, G-REX, and our Google Suite of tools
 - Speed up your cycle time
 - Routing leases by snail mail can take 2 weeks or longer. Our pilot revealed that leases can be fully executed within 24 hours with DSS.

Faster Delivery of Space - DID Workshop Benefits

- **Tools and Techniques**

- Design Intent Drawings (DID) Workshop can trim months off a schedule, compared to the more common Iterative Process

DID WORKSHOP

- Concentrated in-person working session to produce final and approved DIDs
- Agency must agree to DID workshop in OA
- Attendees include:
 - GSA Representatives
 - Agency representatives plus local, security, furniture staff where applicable.
 - Lessor and appropriate staff, A/E

ITERATIVE

- Most commonly used process
- Project team assembles (in-person or telephonically) for a post-award kick-off meeting
- After meeting lessor's architect develops the first iteration of the DID for Government review with set number of reviews per the Global lease
- Fire and life safety review after each iteration

Questions from the Audience Break 1

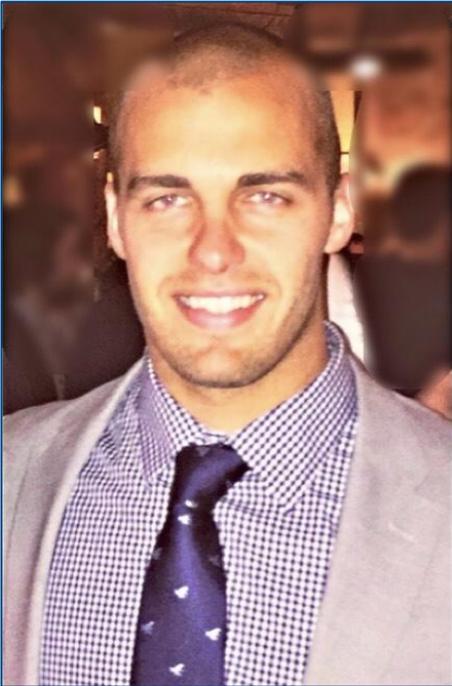


Breaking Down the Funding Barriers

Solution: GSA has developed programs to assist you with upfront funding...



Upfront Funding Solutions (Owned)



Brian Tye

Portfolio Strategic Analysis

Restructured Agency Rent Schedule (Owned)



1st -Let's Set the Stage:

Story of the "Grand" Federal Building

Opportunity

Compelling Savings Opportunity

- Customer agency has an existing occupancy at the Grand Federal Building.
- They would like to consolidate 4 leases expiring within the next couple years to backfill vacant space.

Issue

Inadequate upfront capital

- Customer agency is experiencing funding shortfalls for relocating & consolidating leased occupancies into the federal building vacant space, as well as paying TIs

Restructured Agency Rent Schedule (Owned)

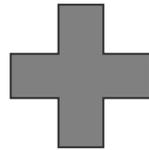
SOLUTION: GSA redistributes shell rent obligations over a multi-year period in order to provide the agency with financial flexibility to fund upfront costs.

GSA Restructured Shell Rent Authority

-**40 USC §586:** GSA imposes a charge for furnishing space & services at rates that approximate commercial charges for comparable space & services.

-The tenant agency's rent schedule does not need to be levelized.

Comparable to Free Rent/Rent Abatement strategy utilized by the Commercial Sector which creates upfront rent flexibility while generating a market return over the full term of the lease.



Tenant Agency

Flexible Budget Authority

-Some agencies receive appropriations with broad authority for use on rent or space alterations ("space related costs").

-Tenant agencies are responsible for confirming their budget authority.



Restructured Agency Rent Schedule Solution

Restructured Agency Rent Schedule in Owned Building



Restructured Agency Rent Schedule Example

- **Situation:** Existing Federal Customer is in the 1st year of an existing 10 year OA.
- **Customer need:** \$3M for relocation/TI alterations for the 4 leases backfilling vacant federal space

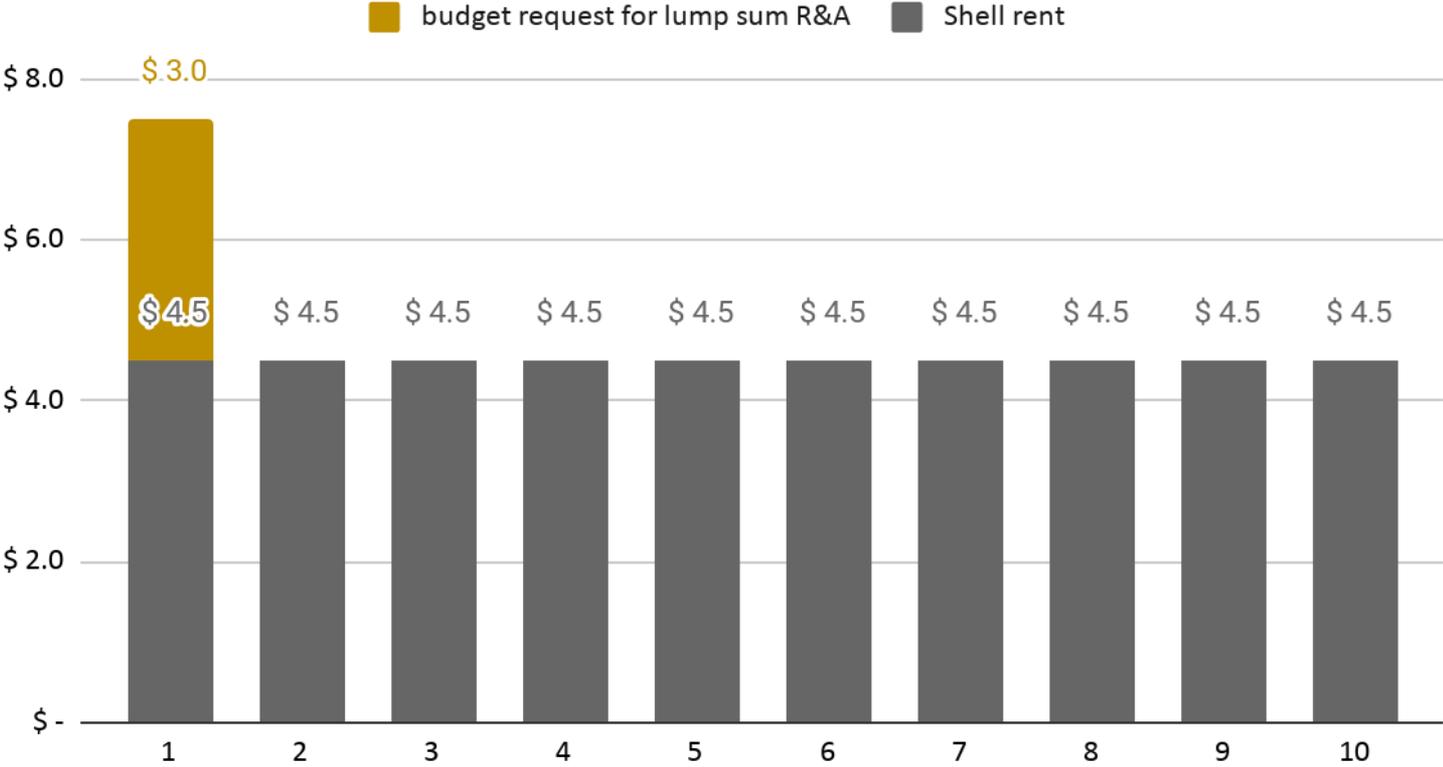
Customer allocates
\$3M in shell rent
savings towards
Relocation/TIs

Year	1	2	3	4
Step Decrease to Existing Shell Rent	(\$3.0M)			
Step Increase to Existing Shell Rent		+\$1M	+\$1M	+\$1M

\$3M payback of rent
savings over 3 years

Rent Schedule – Traditional Agency Funding

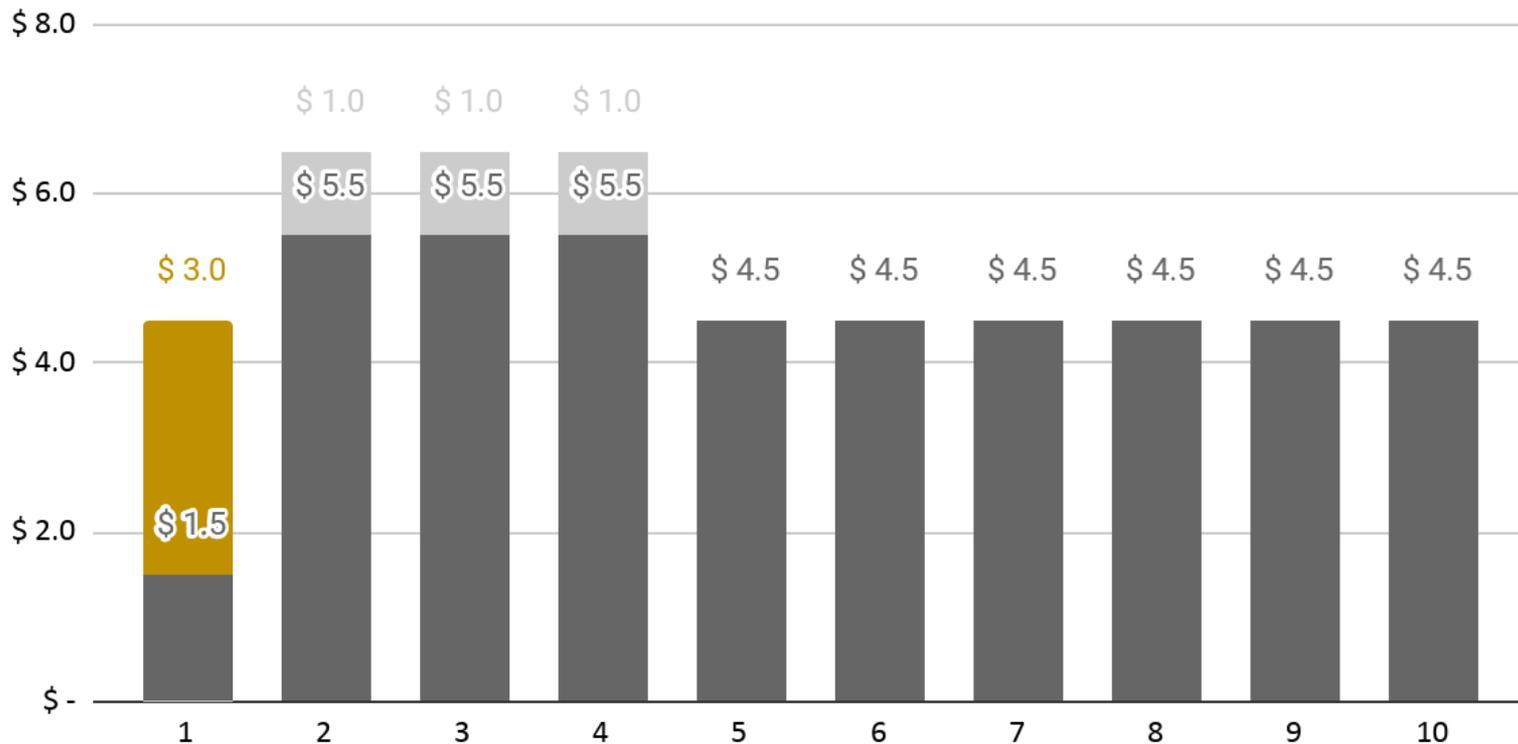
Traditional Agency Funding for Upfront TI, Move and Rep



Restructured Rent Schedule Levelizes Your Annual Budget

Restructured Agency Rent for Upfront TI, Move and Rep

■ R&A funds from flexible budget ■ Shell discount / surcharge ■ Adjusted shell rent



Identifying Rent Reschedule Projects

1. Authority

Confirm you
have a
flexible
budget
authority

2. Project Characteristics

Long-term
space need

Significant
Cost Savings

3. Research Tools

Customer
Portfolios
36-60 month
plans for
reductions &
consolidations

Delayed
Projects

Move Cost Funding Strategies (Leased)



Anna Cafoncelli
National Office of Leasing

Move Cost Program - Lessor Funded Option

A Creative Funding Solution to address agencies upfront funding shortfalls

Our Goal is to provide flexible solutions that will enable you to feel comfortable with the decision to optimize your footprint:

- *reducing your leased space*
- *consolidating multiple locations*
- *creating a more efficient layout that compliments your mission*

The Move Cost Program is a tool to bridge the upfront funding gap to get your projects across the finish line.

Move Cost Program - How it Works

- The Move Cost Program funding strategy allows **Lessor Funded** cash allowances to be applied towards move related expenses, furniture, and T.I buydown. (Costs that are typically funded via RWA).

The Lessor Funded Option can be used in two different scenarios:

- **Cash Incentive:** Lessor unilaterally offers an unsolicited cash incentive as part of their lease proposal. In order to use this option, the agency's CFO must certify a financial need to utilize the cash incentive towards move costs or personal property.
- **Enhanced Allowance:** A specific required TI amount is requested in an RLP that is intended for funding Government TI and move-related expenses. **(Most likely scenario)**

Move Cost Program - the Value Add

- Using the Move Cost Program may assist your agency to potentially free up funds (for other lease projects) that would have been allocated entirely to one specific project with a large RWA.
- Prevents the need for costly lease extensions:
 - saves the added costs associated (typically a 20% premium)
 - saves GSA manpower (enables the project team to focus on your long term solution)
- May encourage the incumbent (current Lessor) to be more competitive with their offer to retain you as a tenant, thus saving you more money long term.
- Can be bought down at a later date when the agency has additional funding.
 - no penalty for paying the additional TIs ahead of schedule.
- **Most importantly, your agency is able to plan more effectively and confidently knowing that this funding solution exists and can possibly assist in defraying upfront funding costs in the upcoming years.**

Move Cost Program - Ideal Candidates:

- 1) A project that has a compelling business case: either by the reduction of RSF or significant space efficiency gains.
- 2) Your agency can **certify insufficient timely funding** for specific project execution.
- 3) The subject leasing market contains **Landlords willing and able** to provide cash incentives or an enhanced TI allowance in their lease proposals.
- 4) Your agency has a **solid cost estimate** for their Move and Replication Costs (inclusive of furniture, personal property etc.)
- 5) The resulting **rental rate does not exceed** the high end of the market or Prospectus Rate Caps.

Enhanced Allowance in Leased Space Example:

- ✓ Current RSF - 183k (\$4.3M/year)
- ✓ New Lease RSF - 77k (\$1.8M/year)
- ✓ 58% lease space reduction

Total Project Costs: **\$7.8M (\$122/USF)**

TI typically funded by KC mkt:

\$31/USF

Additional Funding required from Lessor: \$91/USF

*Lessor Funded TI projected impact to rental rate: **\$5.50/RSF***

- Despite adding \$5.50/RSF to the rental rate, this project will still generate savings of **\$2.2M annually** due to the reduction of space.

Projected 20 year Cost Savings: \$43.9M

Agency X

Kansas City, MO



Reduce Up Front Furniture/IT Costs



Ryan Doerfler
Center for Workplace Strategy
Office of Design and Construction

Furniture & IT Services (FIT)

- **Lease furniture & technology**, instead of paying for it all up-front
 - Furniture over a 5-year term
 - Agencies within NCR, IT over a 3-year term
- Your agency incurs **no obligation to keep the product**
- **Ownership can transfer to your agency** at the end of the agreement

Projects	Total Spent	Overall Space Reduction
129	\$153 Million	3 Million USF

FIT Mandatory Requirements

- Meets agency's utilization rate (UR) policy. If no policy, then within 150 USF Total Office UR or 170 USF All-In UR.
- Locate enclosed spaces on the interior as design allows.
- Furniture panels less than 54" to maximize natural light.
- Open workstations less than 50 NSF.
- Enclosed offices less than 150 NSF.
- Tenant agency COR (Level 1) to perform project management and custodial duties during FIT term.

FIT Additional Requirements (Min. of 6)

Limit number of enclosed offices

by meeting a minimum 1:8 office to workstation ratio.

Increase natural light by utilizing glass walls instead of solid walls where appropriate.

Create more **open, interactive, free-flowing space** to encourage collaboration.

Allocation workstation sizes based on work patterns and job duties.

Maximize space utilization by **offering desk-sharing opportunities.**

Offer a variety of reduced-noise spaces

such as phone rooms, quiet spaces, and focus rooms.

Incorporate overall acoustical treatments and visual privacy when designing an open work environment.

Provide non-dedicated meeting spaces

that are shared organization-wide and use a reservation system.

Offer a regular schedule telework program

to employees.

Creative Funding Strategy Variations

- GSA has numerous authorities which allow us to mimic the flexibilities of the private sector in order to facilitate decision making in the best interest of the taxpayer.
- If you have a project challenge that doesn't align with a specific strategy in this presentation, please reach so we can explore other creative solutions.

Questions from the Audience Break 2



Breaking Down the Barriers for Your Return to the Workplace

Solution: GSA can help you transition back to the workplace



Workplace Services for Returning to Facilities



Jane Schuster
Center for Workplace Strategy
Office of Design and Construction

GSA Safer Workplace Strategy Book

Summarizes information across government & industry

Guidance and considerations

Not requirements or directives

Download from GSA's [Safer Federal Workplace](#) site.

Strategy Book is divided into 5 sections:

- Business Planning - how to approach timing, capacity planning
- Workspace Behavior & Operations - protocols, cleaning and disinfection
- Facilities Readiness - physical distancing, circulation, floor plan examples
- Signage - downloadable [signage package](#)
- Additional Resources - GSA contacts and external links



Return to Workplace Planning Services IDIQ

GSA has identified 10 services for Return to Workplace Planning

- Purchased via RWA on a la carte basis
 - Priced based on location headcount and complexity
 - Contract available immediately - contact workplace@gsa.gov
1. Workplace Demand
 2. Workplace Supply
 3. Occupancy Stacking
 4. AutoCAD
 5. Furniture Test Fits
 6. Customized Signage & Way-Finding Graphics
 7. Validate Integrated Approach & Identify Gaps
 8. Change Management Communications Planning
 9. Behavioral Protocols
 10. Day 2 and Beyond

GSA's Center for Workplace Strategy also has a national contract available to assist with any workplace planning, design or other need.

Questions from the Audience Break 3





Occupancy Planning and Solutions

Resources & More Information

- [Occupancy Planning & Requirements Development](#)
- [Center for Workplace Strategy](#)
- [Furniture & Information Technology \(FIT\)](#)
- [Personal Property Guides and Services Slip Sheets](#)
- [Return to Facilities Guidance](#)
- [Return to Facilities - Workspace Planning Resources](#)
- [GSA PBS National Customer Leads](#)

A Closer Look at the CPA - Part 1

Your **Planning Manager** will outline:

- The current occupancy and any unique/special considerations
- Analysis and rationale on **potential** solutions for the future occupancy and its location

Why is this important? PBS' goal is to bring value to the discussion early to help deliver innovative space solutions when possible

Part 1: Project Information					
Project Name	CPA_R9_SAN FRANCISCO_CA0093__ACA11117_11302028		Date Prepared	2/1/2021	
Project Description	Project for OA expiration for PBS at 50 United Nations				
Agency POC Name	Fred Customer	GSA Planning Manager	Patty Planner		
Agency POC Email	fred.customer@gsa.gov	GSA Planning Manager Email	patty.planner@gsa.gov		
Agency POC Phone	(555) 555-1234	GSA Planning Manager Phone	(555) 555-1234		
Primary Agency Name	PUBLIC BUILDINGS SERVICE-CENTRAL OFFICE		Agency Bureau Code(s)	4715	
Building Name	FEDERAL OFFICE BLDG		OA Number(s)	ACA11117	
Current Primary Address	50 UNITED NATIONS PLZ SAN FRANCISCO CA		Lease Number		
Bldg Number	CA0093	Termination Rights	15	Facility Security Level	4
Occupancy Start Date	12/01/2013	Number of Extensions		Congressional District	12
Expiration Date	11/30/2028				
Lease Term Date	12/30/1899				

Part 1a: Space Planning Information

Current Occupancy Parameters	
Current Building Type	Federally Owned
Number of Current Occupants	10
Current "All-In" U/R	127
Current Rentable Square Feet (RSF)	2,118
Current Usable Square Feet (USF)	1,265
Current Parking Spaces	0

A Closer Look at the CPA - Size, Location, UR, Budget

PBS will engage you to collaborate on the strategic requirements:

- Square Footage, Parking, Delineated Area
- Confirm utilization rate targets and methodology
- Preliminary budget costs estimates and high level schedules

Why is this important?

Our goal is to ensure early partnership and buy-in of a solution that is mutually beneficial for your agency and the taxpayer

Part 2: Basic Project Information			
Project Name	CPA_R9_SAN FRANCISCO_CA0093__ACA11117_11302028		
Project Description	Project for OA expiration for PBS at 50 United Nations		
Existing OA Number(s)	ACA11117		
Agency Bureau Code(s)	4715		
Primary Agency Name	PUBLIC BUILDINGS SERVICE-CENTRAL OFFICE		
Agency POC Name	Fred Customer	GSA Planning Manager	Patty Planner
Agency POC Email	fred.customer@gsa.gov	GSA Planning Manager Email	patty.planner@gsa.gov
Agency POC Phone	(555) 555-1234	GSA Planning Manager Phone	(555) 555-1235
Building Name (if known)		Draft OA Number(s)	
Proposed Address City, State			
Project Number(s)			
Estimated Term (in months)		# Months Firm	
Initial Housing Solution	Leased	OA Effective Date	12/1/2028
If initial housing recommendation is Leased, what is the proposed lease action, if identified during the planning phase. If the recommendation is anything other than full and open, the LCO must be consulted with and in agreement of the strategy prior to finalizing the strategy.			OA Expiration Date
			11/30/2028
			New/Replacing

Part 2a: Space Type Information			
Anticipated R/U Factor	1.150000000	All in UR	377
Number of Occupants	10	Office UR	315
		Total USF / Occupant Count = All in UR	
		Office Space / Occupant Count = Office UR	
		USF*	RSF
Office Space		3,150.00	3,622.50
Office Support Space		0.00	0.00
Special Space Subtotal		615.00	707.25
<small>(You may enter in the Space Type Field customer specific space names, and then using the drop down box, select the space type based on GSA Space Standards - see the Space Types tab for descriptions)</small>			
Space Type	CFT - Conference/Training	100.00	115.00
Space Type	FDS - Food Service	15.00	17.25
Space Type	LAB - Laboratory	500.00	575.00
Space Type		0.00	0.00
Space Type		0.00	0.00
Space Type		0.00	0.00
Space Type		0.00	0.00
Warehouse (WRH) (occupied or unoccupied)		0.00	0.00
		Total Square Feet	3,765.00
Other (Wareyard)		0.00	
Antenna (enter # of antennas)		0.00	
<small>* The USF entered should represent the net square feet and any circulation required for that space.</small>			
Should this Occupancy Agreement be Non-Cancelable based on Pricing Policy?	No	Be sure and document reason for N/C OA in narrative.	

A Closer Look at the CPA - Utilization and Location

PBS input:

- Utilization and Location Discussion
 - Current RTF alignment
 - Affirm UR methodology
 - Cost Avoidance Project determination
 - Delineated Area confirmation
 - High level schedule and risks

Why is this important?

It sets the objective/goal for the project going forward for both PBS and your agency

Part 2c: Utilization Rate and/or Space Reduction Strategy

Planning Manager: Please use the space below to describe the space utilization rate approach being utilized by the client. If the client is unsure of the standard, have them refer to their current Reduce the Footprint (RTF) Space Plan their agency provided to OMB.

Uses a 150 usf per FTE as the UR standard for all bureaus, excluding special space - Administrative Office UR Rate: 3,150/21=150.

Does this project align with the customer's current RTF plan?	Yes	▼
Confirm UR Methodology meets Customer UR Standard	Yes	▼
Does this project provide an opportunity for Cost Savings over the life of the occupancy?	Yes	▼
Confirm Union Agreement to revised workplace standard	Yes	▼ <i>Should be provided by the agency</i>

Part 2d: Final Space Strategy

Explain the PBS proposed strategy for the customer for the new or ongoing occupancy needs. If the strategy is a consolidation, address and attach documents as needed. If parameters are not changing or are brand new, please notate that as well. (Note: potential to reduce costs, longer terms if lease solution, shared services, FIT program, etc)

agrees to relocate to the Leo O'Brien Federal Building. A space has been proposed but not yet finalized.

Part 2e: Location and Delineated Area Confirmation

The Leo O'Brien Federal Building is located at 1 South Clinton Street, Albany, NY, approximately 15 minutes from current location. The Federal Building is ideally situated to access the highway system - I-787, I-90, and I-87 which are the main highways servicing Eastern NY. The building is approximately 1 block from the I-787 onramp or a 1 minute drive (see attached map 1). The federal building is also well serviced by public transportation. Bus routes 100, 138, 801, 125, 6, 7, 116, 22, and 114 are within 2 blocks of the facility. A train station is a 5 minute drive. The location has a Smart Location Index of 94 out of 100 points which is the highest in Eastern NY (see attached map 2).

Map attached to this agreement	Yes	▼
Mission driven justification attached to this agreement		▼

Part 2f: Initial Schedule Parameter/Risks (add attachments as applicable)

Schedule Parameters / Constraints

Preliminary Milestone (funding & other factors dependent)

Design Award - June 2018

Construction Award - March 2019

Occupancy - August 2019

GSA has one time termination right now. The lease expires in 2020 and may need to be extended. GSA PM - please coordinate with the GSA LOO on the lease and its termination or extension.

participation in the FIT program is TBD.
will provide a RWA to pay for construction and construction-related funds above the general and custom TI allowance below.

A Closer Look at the CPA - Checklist and Signatures

Planning Manager input:

- CPA checklist as needed
- Customer and PBS Agreement/Signature block
 - *Any customer document that shows alignment is accepted as agreement*

Why is this important?

It creates a joint project, where both parties are held accountable to stay within the project objectives.

This sets the strategic solution 30 months prior to expiration.

Part 2i: CPA CHECKLIST (attach deliverable documents as applicable)			
Yes - Attached	SF-81 or Agency Space Request	N/A to this Project	Signed RDA Compliance Memo
Yes - Attached	Project Reduces Agency Footprint	N/A to this Project	DA Mission Justification (if applicable)
N/A to this Project	Agency Design Guide / Standards	N/A to this Project	Parking Justification (if applicable)
Yes - Attached	Agency Standard U/R Confirmed	N/A to this Project	Completed FSH Risk Use Permit
Yes - Attached	Agency Unique Requirements	Yes - Attached	Draft OA
N/A to this Project	Lease Cost Analysis (if applicable)	No - Not Needed	Milestone Schedule

Part 2j: Client Project Acknowledgement and Agreement	
<p>The customer's concurrence acknowledges that the information captured on the CPA is accurate. If these requirements change, the Planning Manager must work with applicable PBS stakeholders and the customer POC(s) authorized to update this Agreement. Parties should re-sign if changes include reducing the delineated area or increasing utilization rates above agency standards, or if no standard exists, then changes above 150 square feet per person, office-only. This concurrence can be in the form of a signed CPA, a SF81 Space Request form (aligning with the PBS recommendation), or an email concurring to the CPA recommendation.</p> <p>By signing below, all parties state that, to the best of their knowledge, this information is accurate.</p>	
Tenant Agency Agreement	
<p>Signature _____</p> <p>Valerie Mendelson</p> <p>Printed Name (Agency Designated Representative)</p>	<p>Date _____</p> <p>Title _____</p>
GSA/PBS Agreement	
<p>Signature _____</p> <p>Cindy Weldon</p> <p>Printed Name (PBS Representative)</p>	<p>Date _____</p> <p>Planning Manager</p> <p>Title _____</p>
<p>Signature _____</p> <p>Printed Name (PBS Representative)</p>	<p>Date _____</p> <p>Projects Program Manager</p> <p>Title _____</p>

GSA's Regional Workplace Network

Region 1

David Krassnoff
(david.krassnoff@gsa.gov)

Region 2

Jean Keane
(jean.keane@gsa.gov)

Region 3

Caitlin Zaslow
(caitlin.zaslow@gsa.gov)

Region 4

Amy Pegues
(amy.pegues@gsa.gov)

Region 5

Ronnie Bent
(ronnie.bent@gsa.gov)

Region 6

Allyson Sawatzke
(allyson.sawatzke@gsa.gov)

Region 7

Becky Parham
(rebecca.parham@gsa.gov)

Region 8

Lisa Lefkowitz
(lisa.lefkowitz@gsa.gov)

Region 9

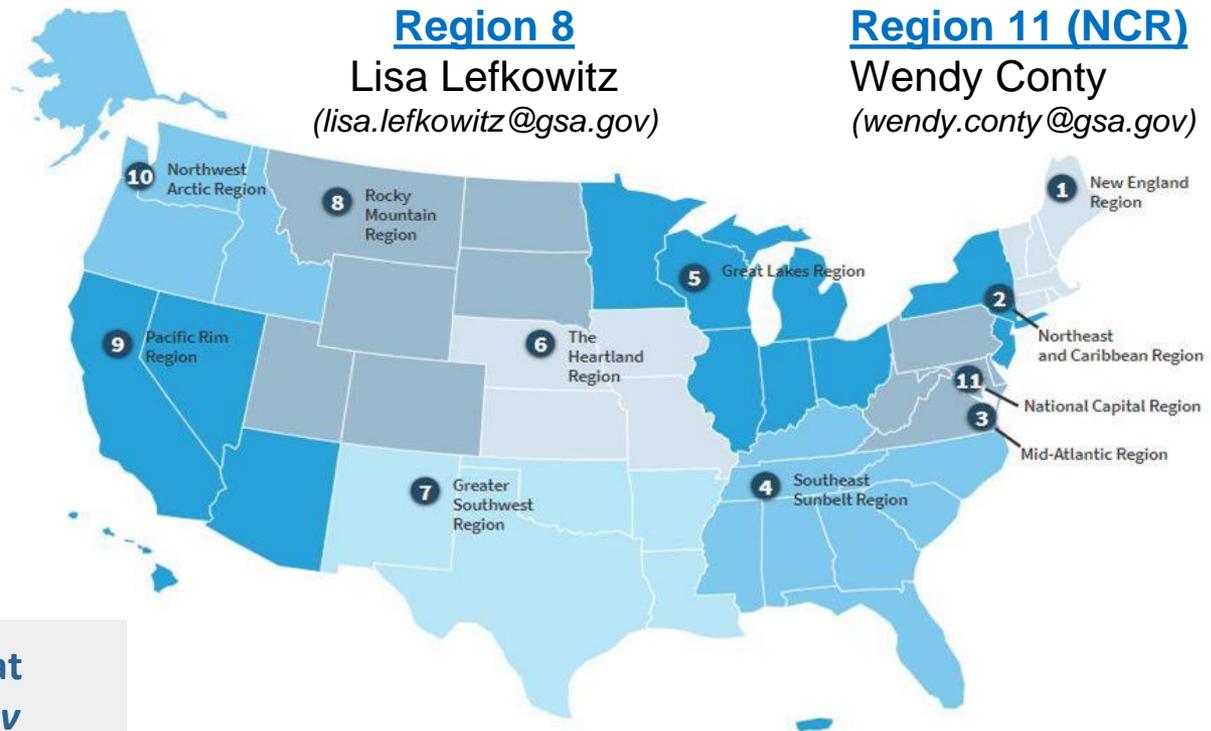
Stacey Fong
(stacey.fong@gsa.gov)

Region 10

Peter Gray
(peter.gray@gsa.gov)

Region 11 (NCR)

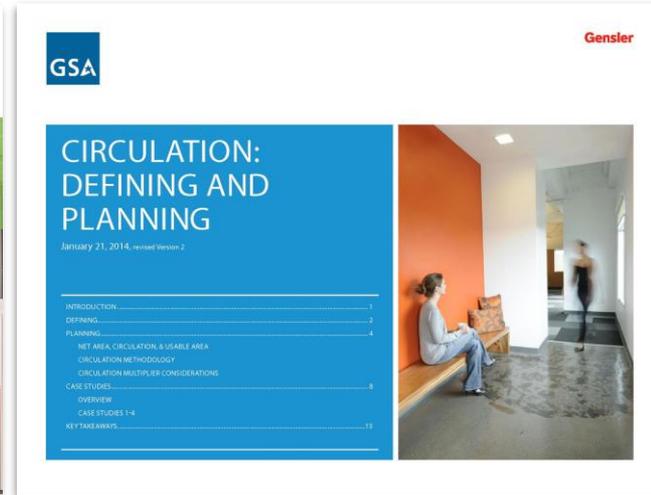
Wendy Conty
(wendy.conty@gsa.gov)



Or reach out to us at
workplace@gsa.gov

Workplace Publications

Publicly available guides to aid workplace requirements development.



Available upon request to workplace@gsa.gov

PBS Customer Forum

Navigating The New Workplace

Solution Successes

Thursday, June 10 @ 1:30 EST

- To contact your [GSA PBS National Customer Lead](http://www.GSA.GOV/NAMS): www.GSA.GOV/NAMS
- [2021 Virtual National Customer Forum Agenda and Registration](http://www.GSA.GOV/PBSForums): www.GSA.GOV/PBSForums



Thank you!